



**FACULTY OF MANAGEMENT**  
**DEPARTMENT OF HOSPITALITY MANAGEMENT**  
**FINAL SUMMATIVE ASSESSMENT**

**SUBJECT:** Management  
**CODE:** MNS01Y1 & HOM11-1  
**DATE:** November 2014  
**TIME ALLOWED:** 120 minutes  
**TIME:**  
**TOTAL MARKS:** 100

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**ASSESSORS:** Mr T Mlilo  
**MODERATOR:** Mrs A Taylor  
**NUMBER OF PAGES:** 12

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**INSTRUCTIONS:**

1. This is a closed-book assessment.
  2. Question papers must be handed in together with your answer books.
  3. Read the questions carefully and answer only what is asked.
  4. Answer all questions:
    - Answer **Section A** on the scanner sheet provided. Indicate the correct answer as per the instructions on the scanner sheet.
    - Answer **Section B** in the answer book.
  5. Number your answers clearly.
  6. Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
  7. Structure your answers by using appropriate headings and subheadings.
  8. The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.
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**SECTION A****[40 MARKS]****QUESTION 1**

When employees are part of the goal setting process, this is known as the \_\_\_\_\_ approach.

- A top-down
- B management by objectives
- C authoritative
- D strategic

**QUESTION 2**

Edgars' acquisition of Boardmans is an example of a \_\_\_\_\_ plan.

- A tactical
- B strategic
- C middle management
- D operational

**QUESTION 3**

Goals that are set for one to three years are known as \_\_\_\_\_ goals.

- A lower-level
- B strategic
- C operational
- D tactical

**QUESTION 4**

A formal system of working relationships that both separates and integrates the activities of the organisation is known as \_\_\_\_\_.

- A vertical structure
- B decentralise structure
- C centralise structure
- D organisational structure

**QUESTION 5**

Which of the following statements about leading in the workplace context is incorrect?

- A Leading refers to the process by which an individual exerts influence over other people and inspires, motivates and directs their activities to help achieve group or organisational goals.
- B Leading involves something happening as a result of the interaction between the situation and followers.
- C Leading refers to the process of influencing employees to work willingly toward the achievement of organisational objectives.
- D Leading should bring an inspirational and emotional dimension to the organisation through creating a shared vision and inspiring followers to achieve that vision.

**QUESTION 6**

A business's endeavour to achieve the highest possible satisfaction of needs at the lowest possible cost given the limited resources available is known as \_\_\_\_\_.

- A the economic principle
- B wealth creation
- C need satisfaction
- D the production factor

**QUESTION 7**

What is the key purpose of business management?

- A To examine the factors, methods and principles that enable a business to function as efficiently and productively as possible to maximise profits.
- B To study, understand and determine how to satisfy the needs of consumers.
- C To identify problems management may encounter and provide solutions for effective management.
- D To produce the most units of products and services at the lowest possible cost.

**QUESTION 8**

Which one of the following needs refer to the need for friendship, love and social acceptance according to Maslow?

- A Self-actualisation needs
- B Social needs
- C Esteem needs
- D Physiological needs

**QUESTION 9**

Which one of the following is a characteristic of a socialist system?

- A There is free competition among enterprises
- B Prices of goods and services are determined by demand and supply
- C Government determines all employment opportunities
- D Individuals have free choice, but the government influences job opportunities

**QUESTION 10**

During the \_\_\_\_\_ process, managers formulate organisational goals and plans at various levels of the organisation.

- A planning
- B organising
- C leading
- D controlling

**QUESTION 11**

\_\_\_\_\_ plans are ongoing plans that provide direction for tasks that are performed repeatedly in the organisation.

- A Operational
- B Single-use
- C Standing
- D Tactical

**QUESTION 12**

Which one of the following statements refers to a product-development strategy?

- A An organisation develops new products for existing markets or modifies existing products to win greater approval among consumers.
- B entails a business directing all its resources and skills to the profitable growth of a single product in a single market.
- C Entails an organisation constantly improving products to take advantage of the initial high profitability of a better product.
- D When an organisation admits failure and wants to keep shareholders' losses to a minimum.

**QUESTION 13**

A \_\_\_\_\_ strategy is when an organisation admits failure and wants to keep shareholders' losses to a minimum.

- A joint-venture
- B diversification
- C turnaround
- D liquidation

**QUESTION 14**

Which of the following are examples of standing plans in an organisation?

- (i) Policies
- (ii) Standard procedures
- (iii) Program
- (iv) Budget
- (v) Rule

Choose the correct answer:

- A (i), (ii) and (iii)
- B (ii) and (iv)
- C (iii), (iv) and (v)
- D (i), (ii) and (v)

**QUESTION 15**

When a goal is \_\_\_\_\_, this means that the manager has stated the goal in such terms that the result can be evaluated objectively and in a quantified terms.

- A measurable
- B attainable
- C specific
- D time-bound
- E relevant

**QUESTION 16**

Which one of the following is a characteristic of formal authority in an organisation?

- A Formal authority is accepted by subordinates.
- B Formal authority is vested in people.
- C Formal authority cannot be delegated to lower levels of management.
- D Formal authority flows down the horizontal hierarchy of an organisation.

**QUESTION 17**

In \_\_\_\_\_ horizontal and vertical authority lines occur in the same organisational structure so that project managers and functional managers both have authority.

- A location departmentalisation
- B customer departmentalisation
- C product departmentalisation
- D a matrix organisational structure

**QUESTION 18**

\_\_\_\_\_ is the process used by managers to transfer authority and responsibility to positions below them in the organisational hierarchy.

- A Centralisation
- B Decentralisation
- C Delegation
- D Accountability

**QUESTION 19**

The co-ordination of activities and the allocation of work to certain people so that the goals and objectives of the organisation can be achieved is known as \_\_\_\_\_.

- A organising
- B planning
- C leading
- D controlling

**QUESTION 20**

\_\_\_\_\_ is known as a clear and distinct line of authority among the positions in an organisation.

- A Span of management
- B Unity of command
- C Chain of command
- D Line authority

**QUESTION 21**

Which of the following are the key performance indicators used to monitor the progress achieved in an organisation?

- (i) Creating a balanced and attractive global spread of business.
- (ii) Developing strong, relevant brand portfolios in the local market.
- (iii) Constantly raising the performance of local businesses.
- (iv) Leverage their global scale.

Choose the correct answer:

- A (i) and (ii)
- B (iii) and (iv)
- C (ii) and (iii)
- D (i), (ii), (iii) and (iv)

**QUESTION 22**

\_\_\_\_\_ means that management has to develop mechanisms in order to implement the strategy or plan.

- A Planning
- B Organising
- C Co-ordinating
- D Cooperation

**QUESTION 23**

Job \_\_\_\_\_ was developed to increase the total number of tasks that a worker performs in an organisation.

- A design
- B rotation
- C enlargement
- D enrichment

**QUESTION 24**

Mrs Phillips, the operations manager of a large organisation, decides to remove some controls from the jobs that her subordinates perform, to delegate more authority to subordinates and to structure the work in complete work units. Mrs Phillips is implementing \_\_\_\_\_.

- A work teams
- B job enlargement
- C job enrichment
- D job rotation

**QUESTION 25**

Which one of the following is a characteristic of formal authority in an organisation?

- A Formal authority is vested in people.
- B Formal authority is accepted by subordinates.
- C Formal authority flows down the horizontal hierarchy of an organisation.
- D Formal authority cannot be delegated to lower levels of management.



**QUESTION 26**

The core components of the mission, described in the mission statement, are \_\_\_\_\_.

- A product, philosophy and market
- B product, market and technology
- C market, technology and strategy
- D technology, product and vision

**QUESTION 27**

In \_\_\_\_\_, horizontal and vertical authority lines occur in the same organisational structure so that project managers and functional managers both have authority.

- A product departmentalisation
- B customer departmentalisation
- C a matrix organisational structure
- D location departmentalisation

**QUESTION 28**

Which statement is true?

- A Organisations need managers more than leaders.
- B Leadership is one of four management functions.
- C All managers are leaders and all leaders are managers.
- D Managers and leaders do not have the same sources of power.

**QUESTION 29**

The variables that determine an individual's work performance are \_\_\_\_\_.

- A motivation and ability
- B motivation, authority and resources
- C responsibility, motivation and resources
- D ability, motivation and resources

**QUESTION 30**

Group \_\_\_\_\_ influences the group's adherence to group norms positively.

- A size
- B composition
- C leadership
- D cohesiveness

**QUESTION 31**

The \_\_\_\_\_ ethical approach was the basis of the government's decision to refuse to pay for high-cost, high-risk procedures such as heart transplants and to provide primary medical services to South Africans living in rural areas instead.

- A utilitarian
- B human rights
- C justice
- D social obligation

**QUESTION 32**

A civil engineer is confronted by an ethical issue during the course of his work. To guide him in his decision making on this ethical issue originating at the \_\_\_\_\_ level, he may refer to the Professional Institute for Civil Engineers' Code of Ethics.

- A Individual
- B Organisational
- C Association
- D International

**QUESTION 33 to 37**

Match the concept in column **A** with the appropriate word in column **B** below:

<b>Column A</b>	<b>Column B</b>
<b>Concept</b>	<b>Word</b>
<b>33.</b> Freedom of association	A. Social reaction
<b>34.</b> Providing constant leadership in reinforcing ethical values in the organisation.	B. Whistle blowing
<b>35.</b> Following a specific procedure when employees make confidential disclosures.	C. Leading by example
<b>36.</b> Organisations should at least be accountable for the ecological, environmental, and social costs resulting from their actions.	D. social responsiveness

<b>37.</b> It includes civil responsibilities such as supporting such as supporting or opposing public issues, and responding to the present and future needs of society by trying to fulfil them. It	E. Justice approach
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### QUESTION 38

Sustainability reporting refers to \_\_\_\_\_.

- A the code of moral principles that directs the behaviour of an individual or group in terms of what is right or wrong
- B a move away from triple to single bottom-line reporting
- C a practice that used to be performed in addition to financial reporting , but should now be integrated, according to King III
- D the system by reference to which organisations are managed and controlled and from which the organisation's values and ethics emerge

### QUESTION 39

A definition of corporate social responsibility is \_\_\_\_\_.

- A the code of moral principles that directs the behaviour of an individual or group in terms of what is right or wrong
- B the obligation of a manager, in the process of serving his or her own business interests, to take actions that also protect and enhance society's interests
- C the system by reference to which organisations are managed and controlled and from which the organisation's values and ethics emerge
- D behaviour that meets the organisation's needs of the present without compromising the ability of future generations to meet their own needs

### QUESTION 40

Consider the following statement: 'We will always meet relevant legislative requirements and we are committed to conserve usage of water and energy; dispose of waste responsibly; promote recycling wherever economically feasible and not offer products or services that have an illegal environmental impact.'

This company operates on the \_\_\_\_\_ level of social responsibility.

- A social reaction
- B societal
- C social obligation
- D social responsiveness

**SECTION B****[60 MARKS]****QUESTION 1****[15 MARKS]**

- 1.1. If one considers unlimited needs of humans, especially in highly developed societies, it is clear that there are only limited resources available to satisfy all their needs. Discuss **four (4)** major resources that can be used in a Tourism and Hospitality business that you know. (4)
- 1.2. There is a saying that if you do not know where you want to go, any road will take you there. Managers need to know which way to go. Planning provides that direction, especially in the Tourism and Hospitality industry. Discuss the **benefits** of planning in an organisation. (5)
- 1.3. Distinguish between market economy and socialist economic system, taking into consideration the following characteristics:
- Markets (2)
  - Labour (2)
  - Consumers (2)

**QUESTION 2****[20 MARKS]**

- 2.1. Discuss **two (2)** benefits and **two (2)** limitations of specialisation in an organisation. (4)
- 2.2. Differentiate between functional, product and location departmentalisation. (6)
- 2.3. Organising can only be carried out effectively if the organisational structure has been developed to optimise the execution of strategies and plans. In other words, plans can only be implemented successfully if the organisational structure makes this possible. Discuss **five (5)** factors that influence organisational structure in a Tourism and Hospitality Industry. (10)

**QUESTION 3****[25 MARKS]**

- 3.1. Discuss the steps in quality planning and control (12)
- 3.2. Explain the reasons why TQM is important for most of the organisations that fall under the tourism and hospitality management. (7)
- 3.3. Distinguish between project processes, jobbing processes and batch processes and give examples for each (6)

**END OF ASSESSMENT**